



COUNCIL PLAN 2021-31 Year Two – June 2022

Volume 3

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City of Port Phillip

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City of Port Phillip

Council Plan 2021–31

Local Government Performance Reporting Framework and service profiles

The Council Plan is divided across three volumes:

Volume One introduces the Plan, including background information, development approach and details on the inputs that informed the Plan. Importantly, it outlines the vision our community has for our City over the next 10 years and presents our strategic directions (including the services provided and performance indicators for each), an overview of our financial strategy and a list of proposed capital works projects by neighbourhood.

Volume Two contains the detailed financial information for the Plan, including our 10-year Financial Plan. It includes information on our financial strategy, financial position, risks and sustainability. It also contains asset management information including Council's Asset Management Framework, a detailed asset plan, and detailed financial information about our services provided in each strategic direction.

Volume Three provides information on the 28 services we provide to our community.

Council respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nation. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land.



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Local Government Performance Reporting Framework measures

Each year Port Phillip collects Local Government Performance Reporting Framework measures so we can compare like services across the sector. These measures are reported regularly in the CEO Report. For further information on performance reporting and to view the current CEO Report please visit our website portphillip.vic.gov.au

Service measures

Service measure	2018/19	2019/20	2020/21
Animal management			
Time taken to action animal management requests	1 day	1 day	1 day
Animals reclaimed	56 %	51 %	50 %
Animals rehomed	No data	11 %	18 %
Cost of animal management service per population	\$5.54	\$7.55	\$7.61
Animal management prosecutions	No data	100 %	100 %
Food safety			
Time taken to action food complaints	1.74 days	1.68 days	1.79 days
Percentage of required food safety assessments undertaken	100 %	100 %	97 %
Cost of food safety service per premises	\$591	\$638.11	\$637.36
Percentage of critical and major non-compliance outcome notifications followed up in the calendar year	100 %	100 %	100 %
Governance			



Service measure	2018/19	2019/20	2020/21
Council decisions made at meetings closed to the public	9.1 %	6.62 %	7.38 %
Community satisfaction with community consultation and engagement*	61	59	58
Councillor attendance at Council meetings	94 %	94 %	99 %
Cost of governance per Councillor	\$56,441	\$52,239	\$44,132
Community satisfaction with Council decisions*	59	58	60
*Rating out of 100			
Libraries			
Physical library collection usage (loans per item)	4.33	3.73	3.82
Proportion of library resources less than five years old	49 %	51 %	49 %
Active library borrowers in municipality	18.6 %	18.5 %	17.60 %
Cost of library service per population	\$37.42	\$35.48	\$30.30
Maternal and Child Health (MCH)			
Infant enrolments in the MCH service	100.95 %	101.03 %	100.83 %
Cost of the MCH service	\$75.54	\$84.67	\$88.86
Participation in the MCH service	74.28 %	87.38 %	83.49 %
Participation in the MCH service by Aboriginal children	80 %	95 %	94.29 %
Participation in four-week key age and stage visit	93.8 %	95.87 %	93.53 %
Roads			
Sealed local road requests per 100 km of sealed road	57	50	51.13
Sealed local roads maintained to condition standards	97 %	97 %	94 %



Service measure	2018/19	2019/20	2020/21
Cost of sealed local road reconstruction per square metre	\$91.10	\$65.31	\$79.08
Cost of sealed local road resealing per square metre	\$31.12	\$28.07	\$56.29
Community satisfaction with sealed local roads*	68	69	67
*Rating out of 100			
Statutory planning			
Time taken to decide planning applications	78 days	88 days	93 days
Planning applications decided within required timeframes	57 %	68 %	68 %
Cost of statutory planning service per planning application	\$2,617.25	\$2,791.06	\$2,674.48
Planning decisions upheld at VCAT	72 %	77 %	75 %
Waste collection			
Kerbside bin collection requests per 1,000 households	29.31	26	24.14
Kerbside collection bins missed per 10,000 households	3.4	3.07	2.05
Cost of kerbside garbage bin collection service per bin	\$53.07	\$50.49	\$50.07
Cost of kerbside recyclables collection service per bin	\$46.55	\$51.38	\$50.07
Kerbside collection waste diverted from landfill	29 %	33 %	32 %



Financial performance measures

Measure	2018/19	2019/20	2020/21
Efficiency			
Average residential rate per residential property assessment	No data	\$1,754.55	\$1,773.54
Expenses per property assessment	\$3,072.16	\$3,142.99	\$2,865.36
Liquidity			
Current assets compared to current liabilities (YTD result)	267.53 %	360.39 %	309.49 %
Unrestricted cash compared to current liabilities (YTD result)	-85.93 %	-207.81 %	-104.41 %
Obligations			
Asset renewal compared to depreciation	No data	72.23 %	75.37 %
Loans and borrowings compared to rates	7.15 %	5.81 %	5.61 %
Loans and borrowings repayments compared to rates	0.67 %	0.27 %	0.26 %
Non-current liabilities compared to own source revenue	5.29 %	5.52 %	1.46 %
Operating position			
Adjusted underlying surplus (or deficit)	-3.37 %	-2.89 %	3.50 %
Stability			
Rates compared to adjusted underlying revenue	57.56 %	57.73 %	60.46 %
Rates compared to property values	0.19 %	0.19 %	0.19 %
Sustainable Capacity Indicators			
Expenses per head of municipal population	\$1,977.99	\$1,989.31	\$1,831.72



Infrastructure per head of municipal population	\$6,287.75	\$6,175.51	\$6,070.61
Population density per length of road (kilometres)	425.56	436.23	437.88
Own-source revenue per head of municipal population	\$1,805.92	\$1,827.14	\$1,728.81
Recurrent grants per head of municipal population	\$97.92	\$93.40	\$83.12
Relative Socio-Economic Disadvantage	10/10	10/10	10/10
Resignations and terminations compared to average staff	18.04 %	14.2 %	14.90 %



City of Port Phillip service profiles

Under the Local Government Act 2020 a Council must plan and deliver services to the municipal community based on the following performance principles:

- services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community
- services should be accessible to the members of the municipal community for whom the services are intended
- quality and costs standards for services set by the Council should provide good value to the municipal community
- a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring
- service delivery must include a fair and effective process for considering and responding to complaints about service provision.

In addition, a Council must provide a description of services and initiatives to be funded in their Budget. Service profiles are one output of service planning. The primary purpose of the following 28 service profiles is to clearly demonstrate:

- the value to the community in providing the service
- why we provide the service
- what we provide
- how we provide the service
- how much it costs
- how it is funded
- the priority areas.



All services overview

Inclusive Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
Affordable housing and homelessness	Increase affordable housing for eligible people experiencing housing stress or loss, homelessness and sleeping rough. Create partnerships that work collectively to increase affordable housing and reduce homelessness.	\$2,002	1.15 %	0 %
Ageing and accessibility	Facilitate independence and promote social connectedness for older people and those with a disability through the provision of high-quality support services and community building initiatives.	\$7,132	0.76 %	71 %
Children	Create healthy starts to life for all children born and living in our City, support parents and children to be healthy and connected, and offer programs to promote optimal development for children.	\$16,921	1.3 %	64 %
Community programs and facilities	Create opportunities that build social connections, value diversity and address health and wellbeing inequities in our communities, including a commitment to reconciliation and support for the Aboriginal	\$3,626	1.97 %	5 %

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Inclusive Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
	and Torres Strait Islander Community.			
Families and young people	Create opportunities for all children, young people and families to be healthy and connected, to reach their full potential.	\$4,746	3 %	15 %
Recreation	Plan, deliver and activate sport, recreation and open space facilities and services to create community health and wellbeing.	\$7,595	4.56 %	21 %

Liveable Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
City planning and urban design	Deliver strategic planning, controls and urban design outcomes to enhance Port Phillip's character and create a liveable, attractive and sustainable City.	\$4,119	2.28 %	0 %
Development approvals and compliance	Support well-designed, sustainable, safe development that protects heritage and neighbourhood character and maximises community benefit. Support outdoor dining to enhance our City's liveability and vibrancy.	\$7,642	(1.74 %)	100 %



Liveable Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
Health	Maintain, improve and protect public health in the community, through education and inspection services.	\$1,864	0.5 %	49 %
Local laws and animal management	Protect Council assets, the environment and health and safety of our community, and ensure responsible pet ownership.	\$2,071	0.66 %	34 %
Municipal emergency management	Provide operational and strategic emergency management services across preparedness, response and recovery.	\$604	0.38 %	0 %
Public space	High quality and unique parks, open spaces and foreshore for the enjoyment of our community and visitors.	\$24,327	9.97 %	15 %
Transport and parking management	Support a reliable, well-connected transport system and enable people to more easily move around, connect with and get to places within our growing City.	\$31,705	16.74 %	100 %

Sustainable Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
Sustainability	Improve the sustainability of our City by reducing carbon emissions, water use and	\$6,371	3.67 %	16 %

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Sustainable Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
	waste generation; increasing trees, vegetation and biodiversity; improving water quality and our resilience to the impacts of climate change, including flooding and heat.			
Waste Management	Maintain a clean and healthy City by keeping our streets, parks and foreshores clean and protecting the environment.	\$16,164	11.94 %	2 %
Amenity	Provide a clean, safe and enjoyable environment that enhances how our community and visitors experience our City.	\$14,475	7.72 %	2 %

Vibrant Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
Arts, culture and heritage	Foster creative, diverse, inclusive participation in our arts and cultural sectors while preserving the heritage and unique identity of Port Phillip.	\$9,258	5.25 %	3 %
Economic development and tourism	Promote our City to support residents, visitors and industry to achieve stronger economic outcomes.	\$1,395	0.37 %	0 %



Vibrant Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
Festivals	Create festivals and events that deliver tangible benefits to our community, from improved health and wellbeing to economic development, while supporting cultural vibrancy and social engagement.	\$4,272	1.77 %	42 %
Libraries	Support learning, social engagement and community connectedness.	\$6,580	3.79 %	15 %
South Melbourne Market	Operate an engaging and entertaining market environment where our community and visitors spend time shopping, dining and supporting local business.	\$9,399	0.32 %	85 %

Well-Governed Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
Asset and property management	Ensure Council has the right assets at the right time for the right cost to support service delivery now and in the future.	\$22,152	9.47 %	24 %
Communications and engagement	Inform the community about Council decisions and activity and facilitate opportunities for the community to inform	\$2,363	1.48 %	0 %



Well-Governed Port Phillip				
Service	Description	Total Cost (\$,000s)	Proportion of all rates received spent	Proportion of other income funding
	Council projects, initiatives, policies and strategies.			
Customer experience	Ensure that customers receive services that meet their needs and expectations and can achieve their goals with greater ease and satisfaction.	\$5,678	3.16 %	0 %
Finance and project management	Ensure the financial sustainability and transparency of Council and that investments in projects deliver value for ratepayers.	\$16,977	(4.25 %)	100 %
Governance, risk and policy	Support sound decision-making through transparency, accountability, community participation, risk management and compliance. Undertake advocacy to influence the delivery of community priorities.	\$6,592	3.93 %	5 %
People culture and capacity	Enable a safe workplace and a high performing workforce.	\$5,042	3.08 %	0 %
Technology	Support Council operations and efficient, effective service delivery through the delivery of high-quality information, communication and technology services.	\$11,660	6.79 %	0 %

Inclusive services

Affordable housing and homelessness



The value we provide

- Increased affordable housing for very low, low and moderate-income households in housing stress, including supported housing for persons who are experiencing homelessness and sleeping rough.
- Prevention of homelessness, or reduced time spent without a secure home, for older Port Phillip residents facing housing stress or loss.
- Creation of partnerships that work collectively to increase affordable housing and reduce homelessness.

What we do

- Provide direct assessment, referral and interim case management support services for older persons in housing stress, at risk of housing loss or homelessness.
- Coordinate an integrated multi-agency response to public homelessness, through the Port Phillip Zero project, and to rooming house closures.
- Align the affordable housing program to respond to homelessness, through provision of supported social housing using Housing First principles.
- Directly invest (via cash and property contributions) to grow affordable housing.
- Facilitate and broker partnerships and projects by others that deliver affordable housing.

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- Negotiate voluntary housing agreements with private developers to meet the six per cent affordable housing target in Fishermans Bend.
- Undertake research into housing need and the impact of homelessness.
- Undertake projects and events to enhance the community's understanding of homelessness and housing stress, including community engagement and the involvement of people with a lived experience of homelessness.
- Align community grants and service agreements to assist people in housing stress or facing homelessness.

Why we do it

- To respond to declining housing affordability, which results in increasing housing stress, poverty, homelessness, and dislocation of residents from Port Phillip.
- To provide alternative social housing in response to the loss of private rooming houses.
- To foster a community that is socially diverse and inclusive, recognising the importance of attachment and belonging to this community.
- Recognising that one of the key social determinants of health of individuals, families and communities is secure, safe and accessible housing.

Activities that support this service

- Affordable and community housing
- Housing and homelessness service

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Affordable and community housing			
People living in rental housing stress (SGS, 2018)	5,700+	-	4,912
Number of social (public and community) housing units in Port Phillip (DHHS, 2019)	3,999	4,043	4,154
Beds in the 99 registered private and community rooming houses in Port Phillip (Prescribed Accommodation Register and Victorian Government Gazette 2020)	-	1,800+	1,104
Housing and homelessness service			
Requests for Council to assist people sleeping rough	424	327	177
Direct hours of housing assistance	638	576	549
Number of clients	220	187	177
Number of older local persons housed	104	44	51



How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	632	Rates	1,153
Contracts	55	Parking revenue	536
Materials and other expenses	377	Reserves	2,486
Operating projects	3,110	Fees and charges (incl. statutory)	0
Total operating expenses	4,175	Grants	0
Capital projects	0	Other income	0
Total expenses	4,175	Total funding	4,175

Expenses include management overhead allocation and exclude depreciation.

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$0.83 is spent on this service out of every \$100 of rates we receive

72% of costs are funded from fees and charges, grants or other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
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- None

Major financial contributions \$000

- None

Major assets

Council assets (June 2021)	Written Down Value \$000
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- Community housing 1,265

Our projects (* means 100% grant and contribution funding and ** means partial grant and contribution funding)

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Capital projects \$000	2022/23	2023/24	2024/25
None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
In Our Backyard Strategy Implementation	3,000	1,000	0
Rough Sleeping Assertive Outreach	110	0	0
Total operating projects	3,110	1000	0

Ageing and accessibility



The value we provide

- Facilitate independence and promote social connectedness for older people and people with disability, through the provision of high-quality support services and community building initiatives.

What we do

- Deliver government-funded services, including:
 - Regional Assessment Services to determine client needs
 - in-home support services and social support programs
 - accessible and supported community transport as an aged care and disability access service.
- Deliver positive and healthy ageing initiatives.
- Fund community groups and service providers, through grants and funding deeds, to deliver a range of support programs and community building initiatives.
- Implement the Access and Inclusion Plan (also known as disability action plan), as required by Victorian *Disability Act 2006*.
- Consult with Advisory Committees and community networks, such as the Older Person's Consultative Committee (OPCC).

Why we do it

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- To promote social connectedness and foster a community that is socially diverse and inclusive.
- To support older residents and people with disability to remain living independently at home and participate in the community.

Activities that support this service

- Access planning
- Commonwealth assessment and intake
- Independent living (home, respite and personal care)
- Social inclusion (support)
- Access and support
- Community transport
- Community meals
- Positive and healthy ageing - Seniors Festival, Seniors Register and Linking Neighbours.

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
Home care			
Home care clients	1,570	1,561	1,419
Hours of general home care	19,430	16,689	14,643
Hours of meal preparation	1,428	710	235
Hours of personal care	5,578	4,761	3,544
Hours of home maintenance service	2,662	2,020	1,687
Hours of respite care	4,689	896	398
Hours of shopping services	8,518	6,899	5,399
Social inclusion			
Hours of core social report	11,412	8,082	5,633
Hours of high priority social support	16,635	7,051	n/a***
Social inclusion volunteers	10	11	0
Community meals			
Community meals delivered	16,448	18,009	25,361
Community meals provided at centres	1,938	n/a	n/a*
Community meals subsidised	187,464	807,755	557,122
Community transport			



Community bus trips	1,981	1,981	n/a**
Passengers who used the Community Bus service	34,455	26,735	8,232
Positive and healthy ageing			
Linking Neighbours Program participant numbers	6,789	5,221	6,268
Seniors register	800+	780	720
Seniors Festival participants	4,537	2,916	2,905

*This activity ceased in 2020 due to COVID-19 and will not be reopening

**We no longer offer a route service – Council decision 2021

***High priority social support no longer captured – only social support hours

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	4,859	Rates	1,028
Contracts	656	Parking revenue	879
Materials and other expenses	1,273	Reserves	(15)
Operating projects	0	Fees and charges (incl. statutory)	499
Total operating expenses	6,789	Grants	4,438
Capital projects	38	Other income	0
Total expenses	6,826	Total funding	6,826

Expenses include management overhead allocation and exclude depreciation.

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$0.62 is spent on this service out of every \$100 of rates we receive

85% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- Delivered Meals Service 396

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
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- Department of Health and Human Services - Office of Housing 351 0.104
- Napier Street Aged Care 750 0.104
- Southport Community Residential Home 550 0.104

Major financial contributions \$000

- Food services and social support grants 200
- Social Meals Program 102

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How much it costs to provide the service

- South Point Day Links 52
- Sacred Heart Mission 30

Major assets

Council assets (June 2021)

Written Down Value \$000

- Aged care facilities (1) 7,526

Our projects (* means 100% grant and contribution funding and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Access Improvements to Council Buildings	38	193	0
Total Capital projects	38	193	0
Operating projects \$000	2022/23	2023/24	2024/25
None			
Total operating projects	0	0	0

Children



The value we provide

- Create healthy starts to life for children born and living in the City.
- Support guardians and children to be healthy and connected.
- Provide programs, services or connection to services that promote optimal development for children and their families.

What we do

- Provide quality early childhood education and care for children aged 0 to 6 years, including operating and managing children's services, and support for community-managed children's services and toy libraries.
- Support early access to maternal child health service for all families to support families.
- Provide parent education and support to families.
- Monitor child's growth and development.
- Provide accessible and affordable programs for children from families experiencing vulnerability, including families who do not meet criteria of the Additional Child Care Subsidy.
- Manage enrolment for Council and community services that meet Department of Education and Training (DET) Priority of Access principles.
- Provide subsidies for community managed childcare and kindergartens.



Why we do it

- Council has a vision for Children’s Services: ‘A children’s services environment that honours diversity, builds creativity and social connections and encourages all children and families to maximise their development outcomes now and in the future.’
- Recreation, engagement and child-friendly cities are a priority deliverable to ensure services are reaching diverse community cohorts.
- Children’s Services is seeking to achieve three outcomes:
 - All children living in Port Phillip are supported to develop their full potential.
 - Families are supported across various stages of their child’s development, families feel connected, part of a welcoming community and are afforded opportunities to increase their capacity and capability.
 - The effects of disadvantage on children’s development are minimised.

Activities that support this service

- across various stages of their child’s development, families feel connected, part of a welcoming community and are afforded opportunities
- community-managed childcare and other children’s services
- allied professional agencies and services including maternal and child health.

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Childcare			
Total places across the City	2,186	2,213	2,300
Bubup Nairn Family and Children’s Centre	116	116	116
Clark Street Children’s Centre	65	65	65
Coventry Children’s Centre	60	60	60
North St Kilda Children’s Centre	77	77	77
Barring Djinang Kindergarten	44	44	44
Community-managed places	568	568	523
Commercially managed places	1,125	1,327	1,415
Maternal and child health			
Birth notifications received	1,270	1,259	1,204
Community immunisation sessions held	81	81	78



Infants and children attending immunisation sessions	2,658	2,422	1,361
Kindergarten programs			
Number of community playgroups run	70	70	58

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	11,793	Rates	3,046
Contracts	293	Parking revenue	2,280
Materials and other expenses	3,987	Reserves	545
Operating projects	181	Fees and charges (incl. statutory)	9,630
Total operating expenses	16,254	Grants	1,322
Capital projects	1,510	Other income	941
Total expenses	17,764	Total funding	17,764

Expenses include management overhead allocation and exclude depreciation.

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$1.33 is spent on this service out of every \$100 of rates we receive

83% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• Ada Mary A'Beckett Children's Centre	350	0.104
• Albert Park Kindergarten	123	0.104
• Clarendon Children's Centre	130	0.104
• Civic Kindergarten	198	0.104
• Eildon Road Children's Centre	88	0.104
• Lady Forster Kindergarten	225	0.104
• Lillian Cannam Kindergarten	205	0.104
• Poets Grove Family and Children's Centre	380	0.104
• South Melbourne Community Child Care Cooperative	213	0.104

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• The Avenue Children's Centre	92	0.104
• Elwood Children's Centre	98	0.104
• Bubup Womenjeka Family and Children's Centre	420	0.104

Major financial contributions **\$000**

• Childcare subsidies (Council and community managed centres)	576
• Kindergarten grants	118
• Family Services (Early Education Grants)	156

Major assets

Council assets (June 2021) **Written Down Value \$000**

• Council and community managed childcare centres (12)	22,814
• Maternal and child health centres (7) Not separately valued	



Our projects (* means 100% grant and contribution funding and ** means partial grant and contribution funding)			
Capital projects \$000	2022/23	2023/24	2024/25
Childcare Centre Fence Compliance	500	0	0
Children’s Centres Improvement Program	810	3,150	3,425
Childcare Building Asset Renewal	200	200	200
Total Capital projects (excluding Fleet Renewal allocation)	1,510	3,350	3,625
Operating projects \$000	2022/23	2023/24	2024/25
Kinder Central Registration & Enrolment	181	0	0
Total operating projects	181	0	0



Community programs and facilities



The value we provide

- Create opportunities that build social connections, value diversity and address health and wellbeing inequities in our communities.
- Build the capacity of the local community sector to support vulnerable and disadvantaged community members.
- Commitment to reconciliation and support for the Aboriginal and Torres Strait Islander Community.

What we do

- Provide community facilities for general community use, and leases and licences for local community organisations that provide services to residents.
- Provide well managed community facilities where people can learn, connect and engage with others in programs and activities.
- Implement initiatives to address health and wellbeing inequities for particular population groups (including indigenous, multicultural, LGBTIQA+).
- Strengthen and build local community capacity, including providing funding and training opportunities for our local community sector and volunteers.
- Work with Traditional Owners, the local Aboriginal and Torres Strait Islander community, and Indigenous service providers to advance Council's commitment to Reconciliation in a culturally safe environment, through implementing the City of Port Phillip Reconciliation Action Plan.



- Outreach to Aboriginal and Torres Strait Islander (ATSI) community and leadership of the ATSI working group.
- Work in partnership with the multicultural, multifaith and LGBTIQA+ communities to facilitate inclusion and a stronger voice in planning and decision making.

Why we do it

- To reduce health and wellbeing inequities in the local community.
- To foster a community that is socially diverse, inclusive and connected.
- To foster a community that has a strong understanding and respect for its First People.

Activities that support this service

- Community capacity building and volunteer management
- Community facilities management
- Community service planning
- Community strengthening, including diversity
- Grants and community sector funding deeds
- Reconciliation, Aboriginal and Torres Strait Islander Gathering.

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
Community Centres			
Bookings	13,476	14,004	1,809*
Casual hires	1,428	710	149*
Grants and community sector funding deeds			
Community Grants funded	61	46	45
Volunteer hours	25,839	22,481	20,713
People benefited from annual community grants	13,057	6,801	18,212

*Significantly impacted by lockdowns as our venues were closed

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	2,149	Rates	3,300
Contracts	966	Parking revenue	538
Materials and other expenses	1,081	Reserves	78
Operating projects	0	Fees and charges (incl. statutory)	248
Total operating expenses	4,195	Grants	0

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How much it costs to provide the service			
Capital projects	0	Other income	30
Total expenses	4,195	Total funding	4,195
Expenses include management overhead allocation and exclude depreciation.		Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.	

\$2.32 is spent on this service out of every \$100 of rates we receive

21% of costs are funded from fees and charges, grants, reserves and other income

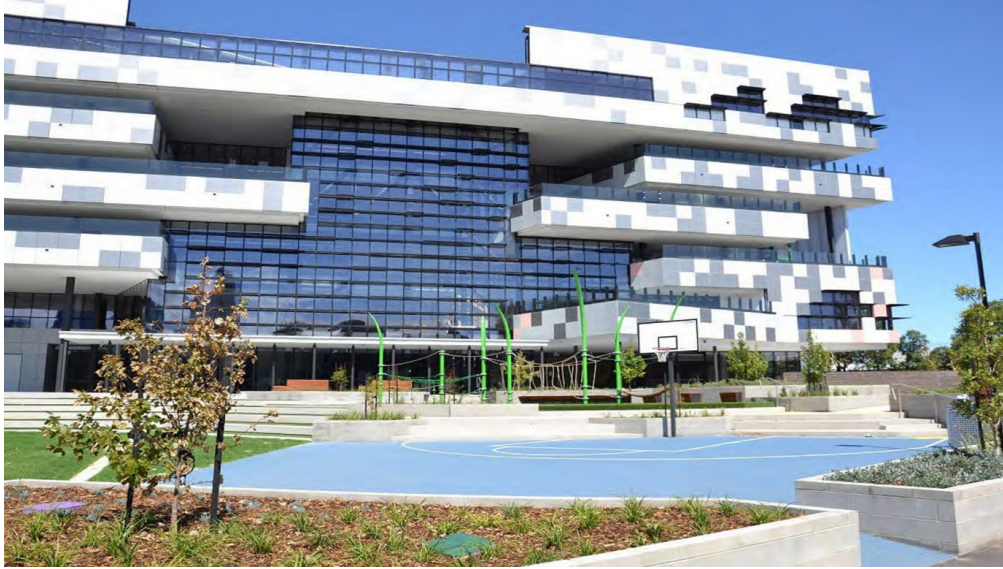


How much it costs to provide the service			
Major contracts (annualised expense)			\$000
• None			
Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)	
• Hellenic RSL	39	0.104	
• St Kilda Community Gardens Club Inc	73	0.104	
Major leases	Market rental estimate	Rent per year (excl GST)	
• None			
Major financial contributions (including funding deeds)			\$000
• Port Phillip Community Group			608
• Community grants			285
• South Port Community Centre			132
• Town Hall hire subsidy			105
• South Port Legal Service			67
• Friends of Suai			30
Major assets			
Council assets (June 2021)		Written Down Value \$000	
• Community centres (12)		10,207	
Our projects (* means 100% grant and contribution funding and ** means partial grant and contribution funding)			
Capital projects \$000	2022/23	2023/24	2024/25
None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
None			
Total operating projects	0	0	0

Note: asset information will be updated in the final version



Families and young people



The value we provide

- Opportunities for all children, young people and families to be healthy and connected to reach their full potential.

What we do

- Provide leadership, recreation and engagement programs for children, families, and young people.
- Provide generalist youth support and referral pathways.
- Provide intensive formal support for whole families.
- Work with families to access financial assistance for early education engagement.
- Provide support to victims and survivors of family violence, and their children.
- Provide programming within the Adventure Playgrounds for children aged 5 to 12 years at St Kilda and South Melbourne.
- Provide access to universal access to brief support services for parents with young children.
- Fund local service providers to maximise support to families and children.

Why we do it

- To deliver on Council's vision to create - 'A children's services environment that honours diversity, builds creativity and social connections and encourages all children and families to maximise their development outcomes now and in the future.'



- The outcomes sought to be achieved are:
 - All children and young people living in Port Phillip are supported to develop their full potential.
 - Parents, carers and families are supported to increase their capacity and capability.
 - The effects of disadvantage on children’s development are minimised.

Activities that support this service

- Family services and support
- Middle years services (including Adventure Playgrounds)
- Youth services.

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Family support			
Received in government grants	\$273,047	\$392,142	360,949
Family support hours provided	3,370	3,837	3,250
Number of families engaged in supported playgroups	64	83	118
Number of individual parents engaged in parenting education programs	-	-	24
Young people			
Young people (aged 8 to 11 years) accessing programs that are run or funded by Council	31,732	25,631	12,498
Young people (aged 12 to 25 years) accessing programs that are run or funded by Council	10,009	15,532	10,662

How much it costs to provide the service			
Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	2,549	Rates	3,344
Contracts	379	Parking revenue	676
Materials and other expenses	1,748	Reserves	561
Operating projects	0	Fees and charges (incl. statutory)	1
Total operating expenses	4,676	Grants	528

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Capital projects	590	Other income	156
Total expenses	5,266	Total funding	5,266

Expenses include management overhead allocation and exclude depreciation.

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$2.86 is spent on this service out of every \$100 of rates we receive

37% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• Melbourne City Mission	65	0.104
• OSHClub Pty Ltd	75	75

Major financial contributions \$000

Youth Grants	112
Star Health Natal Support	202

Major assets

Council assets (June 2021) Value \$000

Adventure playgrounds (2) Not separately valued

Our projects (* means 100% grant and contribution funding and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Adventure Playgrounds Upgrade	290	935	2,170
Skidders Adventure Playground Upgrade	300		
Total Capital projects (excluding Fleet Renewal allocation)	590	935	2,170
Operating projects \$000	2022/23	2023/24	2024/25
None			
Total operating projects	0	0	0



Recreation



The value we provide

- Plan, deliver and activate sport, recreation and open space facilities and services to create community health and wellbeing.

What we do

- Work with local sporting clubs and the community to facilitate participation in recreation and leisure activities.
- Provide infrastructure and facilities to support organised sport and active and passive recreation.
- Plan, implement and guide strategic open space planning across Council.

Why we do it

- To support our community to be healthy and active and promote social connectedness.

Activities that support this service

- Sport and recreation

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
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Sports club members	20,000+	-	No data*
Sport club buildings	20	-	14 leased sports clubs 8 pavilions
Bookings across 15 sporting reserves (2017/18)	4,801	-	No data*

*Due to COVID-19 sports clubs were not operational. We therefore did not conduct our annual survey requesting participation numbers to sports club as a result, and no bookings were issued.

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	1,041	Rates	4,485
Contracts	188	Parking revenue	757
Materials and other expenses	2,575	Reserves	125
Operating projects	0	Fees and charges (incl. statutory)	237
Total operating expenses	3,803	Grants	200
Capital projects	2,096	Other income	95
Total expenses	5,900	Total funding	5,900

Expenses include management overhead allocation and exclude depreciation.

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$4.86 is spent on this service out of every \$100 of rates we receive

24% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• Albert Park Bowls Club	150	0.104
• Albert Park Lawn Tennis Club Inc	76	0.881
• Albert Park Yachting and Angling Club Inc APYAC	80	4.134
• Elwood Angling Club Inc	72	2.002
• Elwood Croquet Club Inc	66	0.725
• Elwood Life Saving Club	60	0.368
• Elwood Park Tennis Club Inc	66	1.393
• Elwood Sailing Club Inc	83	3.000
• Port Melbourne Bowling Club	340	0.104



How much it costs to provide the service

• Port Melbourne Football Club	258	0.104
• Port Melbourne Lifesaving Club	220	0.581
• Port Melbourne Tennis Club	153	0.104
• Port Melbourne Yacht Club PMYC	275	8.000
• Royal Melbourne Yacht Squadron RMYS	200	41.000
• Sandridge Lifesaving Club	75	0.315
• South Melbourne Lifesaving Club	145	0.104
• St Kilda Lifesaving Club	180	0.104

Major financial contributions \$000

- None

Major assets

Council owned/managed assets (June 2021)	Written Down Value \$000
Lifesaving clubs (3) and sports club buildings (20)	38,462

Our projects (* means 100% grant and contribution funding and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Albert Park Bowls Club Pavilion Upgrade	50	260	0
Elder Smith Netball Courts and Pavilion	882	4,056	0
Graham St Overpass Skatepark and Carpark	130	902	45
J Talbot Reserve Basketball Upgrade	170	0	0
JL Murphy Comm Pitch Synthetic Field	90	2,436	0
Lagoon Reserve Pavilion & Sports Field	240	5,886	0
North Port Oval Upgrade (Council)	46	680	0
North Port Oval Works (Election)	38	0	0
Sport & Recreation Program	238	600	400
Sports Fields Lighting Program	130	1350	0
Sports Playing Field Program	83	0	1,500
Total Capital projects (excluding Fleet Renewal allocation)	2,096	16,170	1,945
Operating projects \$000	2022/23	2023/24	2024/25
• None			
Total operating projects	0	0	0



Liveable services

City planning and urban design



The value we provide

- Strategic planning, controls and urban design outcomes to enhance Port Phillip's character and create a liveable, attractive and sustainable City.

What we do

- Manage Port Phillip Planning Scheme including the Local Planning Policy Framework.
- Develop and engage on integrated urban spatial policies and projects.
- Develop municipal-wide and place-based urban strategy and land use policies.
- Contribute to advocacy for state planning policy and regulation reform.
- Provide urban design, landscape, architecture and heritage advice on public realm projects.
- Advocate for investment and design improvements on state public realm and transport projects.

Why we do it



- To ensure our City is liveable, sustainable and vibrant, retaining our diverse and distinctive neighbourhoods as the City continues to grow.

Activities that support this service

- City design
- City policy
- City strategy
- Fishermans Bend Program
- Urban economics
- Heritage

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
• None			

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	2,914	Rates	3,418
Contracts	0	Parking revenue	633
Materials and other expenses	37	Reserves	882
Operating projects	1,975	Fees and charges (incl. statutory)	0
Total operating expenses	4,933	Grants – operating	0
Capital projects	0	Other income	0
Total expenses	4,933	Total funding	4,933

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$2.33 is spent on this service out of every \$100 of rates we receive

31% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
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- None



How much it costs to provide the service			
Major financial contributions			\$000
• None			
Major assets			
Council assets (June 2021)			Value \$000
Historical and heritage sites (31)			-
Our projects (* means 100% and ** means partial grant and contribution funding)			
Capital projects \$000	2022/23	2023/24	2024/25
None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
Fishermans Bend Program	860	300	300
Heritage Program Implementation	560	430	90
Housing Strategy	200	165	10
Planning Scheme Amendments	165	260	260
South Melbourne Structure Plan	190	0	0
St Kilda Catalyst Sites Investing	0	60	0
Total operating projects	1,975	1,215	660

Development approvals and compliance



The value we provide

- Support well designed, sustainable and safe development that protects heritage and neighbourhood character, maximises community benefit.
- Support outdoor dining to enhance our City's liveability and vibrancy.

What we do

- Make statutory planning decisions on planning permit and subdivision applications.
- Provide heritage and urban design advice relating to the planning scheme and policies.
- Provide frontline customer service.
- Issue permits and enforce the building regulations including prosecutions, siting provisions and public safety.
- Register and inspect domestic swimming pools and spas.
- Administer local laws permits for construction activities and commercial uses, including footpath trading.
- Investigate and enforce alleged breaches of the *Planning and Environment Act 1987*, the Port Phillip Planning Scheme and the *Building Act 1993*.
- Proactively monitor development sites for compliance with Planning Permits.

Why we do it

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- To ensure our City is liveable, sustainable and prosperous, retaining our diverse and distinctive neighbourhoods as the City continues to grow.

Activities that support this service

- Building controls
- Business support
- City permits
- Fishermans Bend planning
- Planning compliance
- Statutory planning

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
Planning applications received	1,224	1,041	1,146
Planning applications decisions made	1,204	1,080	1,005



How much it costs to provide the service

Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	7,174	Rates	(2,235)
Contracts	8	Parking revenue	1,024
Materials and other expenses	590	Reserves	45
Operating projects	0	Fees and charges (incl. statutory)	9,145
Total operating expenses	7,772	Grants	0
Capital projects	207	Other income	0
Total expenses	7,978	Total funding	7,978

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$1.72 is returned by this service out of every \$100 of rates we receive

128% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
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- None

Major financial contributions \$000

- None

Major assets

Council assets (June 2021) Value \$000

- None

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
• Specific project description needs to remain confidential at the time of Council Plan publication	207		
Total Capital projects (excluding Fleet Renewal allocation)	207	0	0
Operating projects \$000	2022/23	2023/24	2024/25
• None			
Total operating projects	0	0	0



Health



The value we provide

- Maintain, improve and protect public health in the community, through education and inspection services.

What we do

- Reduce the incidence of infectious disease by monitoring standards for registered food premises.
- Support the production of safe and secure food for consumption from restaurants, cafes and all registered food premises.
- Monitor health standards of accommodation properties, registered tattooists and beauty services.
- Provide an immunisation program for infants, children and adults.
- Investigate public health nuisance complaints.
- Monitor the use and sale of tobacco.

Why we do it

- To support a healthy and safe community, where the incidence of infectious disease is minimised.
- To fulfil mandatory duties described in the Victorian *Food Act 1984*, the *Public Health and Wellbeing Act 2008* and the *Tobacco Act 1987*.



Activities that support this service

- Health services
- Immunisation program and infectious waste.

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Health services			
Prescribed accommodation inspections conducted	149	109	135
Hairdresser, tattooist and beauty services inspections conducted	95	173	39
Syringes collected and discarded through syringe disposal	19,122	22,434	14,529
Public health nuisances reviewed	245	262	248
Food safety			
Inspections of registered premises	2,801	2,584	1,950
Food premises complaints	205	251	271
Food samples analysed	238	230	146



How much it costs to provide the service

		Budget 2022/23	
Operating costs	\$000	How the service is funded	\$000
Employee costs	1,660	Rates	788
Contracts	89	Parking revenue	255
Materials and other expenses	234	Reserves	(14)
Operating projects	0	Fees and charges (incl. statutory)	884
Total operating expenses	1,983	Grants	71
Capital projects	0	Other income	0
Total expenses	1,983	Total funding	1,983

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$0.55 is spent on this service out of every \$100 of rates we receive

60% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
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- None

Major financial contributions \$000

- None

Major assets

Council assets (June 2021) Value \$000

Immunisation centres (6) Not separately valued

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
• None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
• None			
Total operating projects	0	0	0

Local laws and animal management



The value we provide

- Protect Council assets, the environment and the health and safety of the community.
- Ensure responsible pet ownership.

What we do

- Enforce Local Law No 1 (use, occupation and behaviour on Council land, commercial activities, illegal advertising, dumped rubbish and illegal camping).
- Monitor building development compliance with asset protection permits.
- Proactive patrols and investigation of customer requests to ensure compliance with laws.
- Manage the impacts of increased visitation on our public spaces during the peak summer period through the delivery of a Summer Management program.
- Encourage responsible pet ownership through education and registration, respond to complaints about animals, and patrol parks and beaches.
- Implement the Domestic Animal Management Plan.

Why we do it

- To support a healthy and safe community, one that enjoys high levels of amenity and responsibly manages pet ownership.

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- To fulfil mandatory duties described in the *Local Government Act 2020* and *Domestic Animals Act 1994*.

Activities that support this service

- Animal management
- Local laws enforcement.

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Local laws			
Customer requests for local laws investigation	5,208	4,054	3,023
Asset protection permit inspections	1,095	1,851	1,344
Proactive building site inspections	4,260	4,530	5,742
Proactive patrols on shared open space and foreshore areas*	275+	-	-
Animal management			
Customer requests for animal management	3,134	2,980	2,665
Pet registrations	9,474	10,936	11,560

*Recommend removing and replace as Local Laws doesn't record it's proactive inspections of open space anywhere.

How much it costs to provide the service

Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	1,782	Rates	1,169
Contracts	75	Parking revenue	336
Materials and other expenses	225	Reserves	76
Operating projects	390	Fees and charges (incl. statutory)	1,027
Total operating expenses	2,472	Grants	0
Capital projects	150	Other income	12
Total expenses	2,622	Total funding	2,622

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$0.62 is spent on this service out of every \$100 of rates we receive

55% of costs are funded from fees and charges, grants, reserves and other income



How much it costs to provide the service		
Major contracts (annualised expense)		\$000
• None		
Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• None		
Major financial contributions		\$000
• None		
Major assets		
Council assets (June 2021)		Value \$000
• None		

Our projects (* means 100% and ** means partial grant and contribution funding)			
Capital projects \$000	2022/23	2023/24	2024/25
Mobile CCTV Trailer	150	0	0
Total Capital projects (excluding Fleet Renewal allocation)	150	0	0
Operating projects \$000	2022/23	2023/24	2024/25
Local Law Review	390	17	0
Total operating projects	390	17	0



Municipal emergency management



The value we provide

- Operational and strategic emergency management services across preparedness, response and recovery.

What we do

- Plan for and provide support to our community during and after emergencies, at a great time of need.

Why we do it

- To support a healthy and safe community during and after emergencies; by providing timely relief, connection pathways to other support agencies and services, with the long-term objective to promote strong recovery.

Activities that support this service

- Support emergency service agencies during the response to an emergency.
- Provide relief to the impacted community during and after emergencies such as storms, floods, extreme heat and pandemics.
- Assist the community following emergencies to promote holistic recovery.

Our service at a glance

Service statistics	2018/19	2019/20
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Our service at a glance

- None

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	383	Rates	455
Contracts	26	Parking revenue	65
Materials and other expenses	98	Reserves	(14)
Operating projects	0	Fees and charges (incl. statutory)	0
Total operating expenses	507	Grants	0
Capital projects	0	Other income – property income	0
Total expenses	507	Total funding	507

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$0.31 is spent on this service out of every \$100 of rates we receive

10% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• Victoria SES	65	0.104

Major financial contributions \$000

- None

Major assets

Council assets (June 2021) Value \$000

- None

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
• None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
• None			
Total operating projects	0	0	0



Public space



The value we provide

- High quality and unique parks, open spaces and foreshore for the enjoyment of our community and visitors.

What we do

- Oversee all planning and strategy for public space within the municipality, including parks, gardens, reserves, foreshore, streetscapes, playgrounds and urban spaces.
- Plan for future uses of public spaces; developing new, enhancing current and designing spaces that can be used by the whole community.
- Develop the 10-year plan and oversee the capital projects portfolio for open space and recreation.
- Deliver greening outcomes across our City, increasing canopy cover, biodiversity, trees and vegetation.
- Operational and strategic emergency management services across preparedness, response and recovery.
- Deliver the Summer Management Program to address the impacts of large crowds visiting our iconic spaces.

Why we do it

- To support our community to be healthy and active and promote social connectedness.



- To provide social, economic and environmental benefits to our community through well-designed and maintained public spaces.
- To enhance the liveability and character of our City and define our unique sense of identity and place.
- To provide equitable access for the community to high quality public open spaces across the municipality.
- To provide environmental outcomes, minimise the impact of the heat island effect, enhance wildlife habitat and strengthen biodiversity within our City’s highly urbanised environment.
- To minimise harm and negative impacts created by large crowds during the summer period (Summer Management Program).
- To support our community to be healthy and active and promote social connectedness.
- Emergency management and community safety.

Activities that support this service

- Development, review and delivery of the Public Space Strategy, Foreshore Management Plan, Recreation Strategy and Greening Port Phillip
- Delivery of the Summer Management Program
- Delivery of the Open Space and Recreation Capital Portfolio Implementation of the Emergency Management Program.

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
Ovals mowed (hectares per week)	14	14	14
Reserves and gardens maintained (hectares per week)	177.6	177.6	177.6
Playground inspections conducted	2,088	2,629	2,808
Additional trees planted	1,325	1,337	894
Street Tree Canopy Cover <i>(Reordered every 3 years)</i>	19 %	19.2 %	19.2 %
Percentage of municipality within a safe walking distance of open space	85 %	85 %	85 %

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How much it costs to provide the service			
Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	2,583	Rates	16,296
Contracts	12,927	Parking revenue	3,848
Materials and other expenses	148	Reserves	1,339
Operating projects	1,837	Fees and charges (incl. statutory)	627
Total operating expenses	17,496	Grants	7,410
Capital projects	12,490	Other income	465
Total expenses	29,986	Total funding	29,986
(expenses include management overhead allocation, exclude depreciation and project expenditure)		Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.	
\$11.38 is spent on this service out of every \$100 of rates we receive			
45% of costs are funded from fees and charges, grants, reserves and other income			
Major contracts (annualised expense)	\$000		
• Parks and open space maintenance	5,713		
• Tree maintenance	3,728		
• Street lighting electricity	1,232		
• Signs and street furniture	643		
Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)	
• None			
Major financial contributions	\$000		
• None			
Major assets			
Council assets (June 2021)	Written Down Value \$000		
• Park structures	564		
• Water irrigation	3,991		
• Reserves and gardens (176 ha)	Not separately valued		
• Playgrounds and sportsfields (75)	Not separately valued		


Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Acland Street Plaza planting and HVM	510	500	0
Alma Park Playspace Upgrade	557	0	0
Bay Trail Safety Upgrades	67	250	0
Bowen Crescent Reserve	0	0	0
Carlisle St New Small Local Space	0	0	0
Clarke Reserve Play Space Upgrade	0	0	50
Cobden Place Pocket Park	0	0	0
Dog Parks (location not specified)	0	50	450
Elwood Foreshore Facilities Development Stage 1	727	877	12,268
Expand the size of Eastern Reserve North	0	0	0
Foreshore Summer Management CCTV	55	0	0
Gasworks Arts Park Reinstatement	810	3,535	0
Glen Eira Avenue Reserve	0	0	0
Hewison Reserve Upgrade	360	0	0
Land acquisition in St Kilda East	0	0	250
Lansdowne Rd new small local open space	0	250	500
Ludwig Stamer Reserve Play Space Upgrade	350	0	0
Maritime Infrastructure Program	325	450	650
Moubray St Community Park	1,240	0	0
Pakington Street Reserve	0	0	0
Palais Theatre and Luna Park Precinct	3,708	0	0
Playground Safety Audit Works	20	0	0
Port Melbourne light rail linear parks	0	30	100
Public Space Lighting Program	1,868	996	600
Public Space Minor Capital Works	1,050	1,200	1,200
Sol Green Reserve Upgrade	25	150	1,800
South Beach Reserve, St Kilda Foreshore	0	0	0
South Melbourne Activity Centre New small location	0	0	0
South Melbourne Employment Area New Small Location	0	0	0
St Kilda Botanical Gardens Play Space	0	0	0
St Kilda Pier Landside Works Upgrade	110	1,500	2,080
St Kilda Promenade Safety Upgrade	220	3,300	0

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Our projects (* means 100% and ** means partial grant and contribution funding)			
St Vincent Gardens Playground	50	730	0
Station Pier Linear Park	0	0	0
TT Buckingham Flying Fox	63	0	0
Waterfront Place	0	0	0
West Beach Boardwalk Accessibility	375	0	0
Woodstock Street Reserve	0	0	0
Total Capital projects (excluding Fleet Renewal allocation)	12,490	13,818	19,948
Operating projects \$000	2022/23	2023/24	2024/25
Blessington Street Temporary Road Closure	0	0	100
Coastal Planning	50	180	20
Coles Car Park Balaclava Temporary Park	10	90	0
Dickens Street Temporary Park	80	0	0
Dogs Off-Leash Guideline	226	0	0
Glen Eira Avenue Reserve Trial	0	0	0
Green Line Trial Upgrade	10	110	0
Site Contamination Management Program	322	50	50
St Kilda Marina Project	955	2,845	2,000
Temporary Park Gibbs St	0	100	0
Temporary Park Lansdowne Road	100	0	0
Total operating projects	1,837	3,375	2,170



Transport and parking management



The value we provide

- Support a reliable, safe and well-connected transport system.
- Enable people to more easily move around, connect and get to places as the City grows.

What we do

- Manage parking policy, on-street parking controls and enforcement.
- Maintain our roads, medians and footpaths.
- Plan for and deliver changes to our City's transport network, streets and places to cater for our growing community.
- Increase the range of healthy, safe, connected and convenient walking and bike riding choices.
- Partner with the Victorian Government to provide more convenient, reliable, accessible and frequent public transport choices.
- Work with the community to ensure fairest access to parking as a limited and shared resource.
- Harness new technologies and transport options for our community to get around and pay for parking.
- School Crossing Program for the safe and efficient movement of school children.



Why we do it

- To provide residents, workers and visitors with different travel options that respond to Melbourne’s population growth, support Melbourne’s much celebrated liveability, promote people’s individual health and wellbeing, and contribute to the City’s economy.
- To respond to our limited ability to increase on-street carparking capacity and vehicle movement.
- To act to reduce the safety risk to our community on our streets.
-

Activities that support this service

- Appeals review administration
- Domain Major Transport Projects
- Maintenance and operations – road transport
- Parking services
- Strategic transport
- Transport safety engineering.

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
Parking management			
Abandoned vehicles	1,646	1,249	1,153
Disabled parking permits issues – Blue	1,737	1,582	1,206
Disabled parking permits issued – Green	174	160	107
Resident parking permits issued	8,041	7,639	7,286
Foreshore permits issued	2,504	2,291	2,244
Combined permits issued	6,726	6,106	4,395
Community service permits issued	1,237	1,317	1,550
Visitor parking permits issued	12,400	11,984	8,983
Parking enforcement infringements issued	153,069	138,718	108,479
Parking complaints (officer)	47	43	31
Number of parking permits issued per year	34,519	32,718	25,769



How much it costs to provide the service

Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	7,828	Rates	24,858
Contracts	9,005	Parking revenue	4,200
Materials and other expenses	6,287	Reserves	(405)
Operating projects	1,185	Fees and charges (incl. statutory)	1,044
Total operating expenses	24,304	Grants	1,044
Capital projects	8,423	Other income	270
Total expenses	32,727	Total funding	32,727

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$17.54 is spent on this service out of every \$100 of rates we receive

24% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense)	\$000
• Parking administration services	1,950
• Civil infrastructure and maintenance	3,071
• Vehicle towing	697
• Parking sensors and online payment system	541
• Parking machine maintenance	335

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• None		

Major financial contributions	\$000
• None	

Major assets	Value \$000
Council assets (June 2021)	
• Streets and laneways (265 km)	(a)
• Kerb and channel (455 km)	40,053
• Road pavement	15,255
• Road surface	45,318



How much it costs to provide the service

• Footpaths and cycleways (473 km footpaths and 59 km bike network lanes and paths)	50,652
• Bridges (13)	2,599
• Street furniture (such as seats and bike racks)	9,556
• Traffic control devices (509 parking machines)	1,852
• Off street carparks	11,203
• Lights on road	4,264
• On street parking (52,000 spaces)	Not separately valued
• In-ground parking sensors (1,571)	656
• Signs, speed humps, roundabouts and other traffic management devices to improve road safety	Not separately valued



(a) From 1 July 2008, Council recognises any material land under roads that comes in Council's control within the Financial Report at fair value.

Our projects (* means 100% and ** means partial grant and contribution funding)			
Capital projects \$000	2022/23	2023/24	2024/25
Bike Infrastructure Program	1,615	807	6,845
Blackspot Safety Improvements	173	400	400
Footpath Renewal Program	940	1,345	1,060
Kerb and Gutter Renewal Program	885	920	920
Laneway Renewal and Upgrade Program	660	615	535
Local Area Traffic Management	495	486	270
Parking Technology Program	500	400	400
Pedestrian Infrastructure Delivery Program	844	770	560
Road Renewal Program	1,615	2,925	9,155
Pier Road and Bay Trail Safety Upgrade	250	0	3,310
St Kilda Underpass Safety Upgrade	446	0	0
Total Capital projects (excluding Fleet Renewal allocation)	8,423	8,668	23,455
Operating projects \$000	2022/23	2023/24	2024/25
Car Share Policy Review and Development	45	0	0
Domain Precinct - Metro Tunnel Project	490	490	0
Domain Precinct Parking Review	70	0	0
Park Street Temporary Bike Lane	215	0	0
Parking Policy E-Permit Implementation	365	310	0
Total operating projects	1,185	800	0



Sustainability services

Amenity



The value we provide

- A clean, safe and enjoyable environment that improves the ways our community and visitors experience the City.

What we do

- Clean our streets, beaches and the foreshore.
- Maintain our drains, trade commercial areas and public toilets.
- Respond to graffiti complaints and remove graffiti.

Why we do it

- To maintain hygienic, safe and enjoyable natural and built environments that encourage residents and visitors to enjoy Port Phillip.

Activities that support this service

- Infrastructure maintenance services (including drainage and graffiti removal)
- Street and beach services.



Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Square metres of graffiti removed	23,000	19,037	24,810
Customer requests (street and beach cleaning, infrastructure maintenance)	6,500	6,614	2,687
Assets maintained (buildings, public toilets, park lighting, foreshore and car park lighting, BBQs)	240	240	240
Kilometres of streets swept – Km per month	237	237	237
Tonnage of street sweepings collected	2,124	3,435	2,687
Square metres of beach cleaned - metres per week	2,348,732	2,348,732	2,348,732
Kilometres of footpath cleaned	414	414	414
Tonnage of seaweed collected	1,713	1,297	1,685
Kilometres of stormwater pipe cleaned	32	42	45
Number of stormwater drainage pits cleaned	8,360	10,476	14,105
Kilometres of laneways cleaned	56	56	56
Number of biohazards removed	3,758	3,040	3,600



How much it costs to provide the service			
Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	6,195	Rates	9,947
Contracts	3,255	Parking revenue	1,751
Materials and other expenses	809	Reserves	1,144
Operating projects	0	Fees and charges (incl. statutory)	0
Total operating expenses	10,259	Grants	671
Capital projects	3,384	Other income	129
Total expenses	13,642	Total funding	13,642
<small>(expenses include management overhead allocation, exclude depreciation and project expenditure)</small>		<small>Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.</small>	

\$6.89 is spent on this service out of every \$100 of rates we receive

27% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense)	\$000	
• Drainage management	1,300	
• Street waste	766	
• Road line remarking program	377	
Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• None		
Major financial contributions	\$000	
• None		



How much it costs to provide the service

Major assets

Council assets (June 2021)	Written Down Value \$000
• Stormwater pits (13,901)	22,563
• Stormwater pipes (11,900km)	53,063
• Public toilets	2,769
• Road and footpaths (please refer to Transport and parking management)	

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
• Public Toilet Plan Implementation Program	1,859	965	450
• Stormwater Management Program	1,525	1,000	1,000
Total Capital projects (excluding Fleet Renewal allocation)	3,384	1,965	1,450
Operating projects \$000	2022/23	2023/24	2024/25
• None			
Total operating projects	0	0	0



Sustainability



The value we provide

- Improve the sustainability of our City and respond to the Climate Emergency by reducing carbon emissions, water use and waste generation, increasing trees, vegetation and biodiversity, improving water quality and ensuring we are adapting and resilient to the impacts of climate change, including flooding and heat.

What we do

- Develop and implement environmental strategy, policy and action plans for Council and the community.
- Plan and design infrastructure that has an environmental benefit.
- Deliver environmental programs, educational campaigns advice and support to our community.
- Provide advice and support to embed sustainability into Council strategic planning, project and service delivery.
- Develop and implement requirements for new developments to reduce their environmental impacts and increase resilience to climate change.
- Partner with Victorian and other local governments, education and not-for-profit agencies to develop and deliver projects that improve environmental outcomes.
- Advocate to the Victorian and Australian Governments for stronger commitments and increased investment in sustainability projects and initiatives.



Why we do it

- To respond to the Climate Emergency.
- To reduce Council's environmental impact and help the community reduce their own environmental impacts.
- To reduce carbon emissions and mitigate our impact on climate change.
- To improve how we manage water to reduce the impacts of flooding, decrease potable water use and improve water quality in the bay.

Activities that support this service

- Sustainable policy
- Sustainable programs.

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Sustainability			
Community participants in Council-run sustainability programs	7,839	12,313	9,945
Environmentally Sustainable Design review of planning applications	212	228	389
Community participants in EcoCentre-run sustainability programs	17,549	15,035	16,410
Trees planted	1,325	1,337	894



How much it costs to provide the service

		Budget 2022/23	
Operating costs	\$000	How the service is funded	\$000
Employee costs	1,595	Rates	6,086
Contracts	391	Parking revenue	1,587
Materials and other expenses	155	Reserves	2,971
Operating projects	4,280	Fees and charges (incl. statutory)	0
Total operating expenses	6,422	Grants	1,726
Capital projects	5,948	Other income	0
Total expenses	12,370	Total funding	12,370

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$4.04 is spent on this service out of every \$100 of rates we receive

52% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
--	---	---------------------------------------

- | | | |
|--------------------------|----|-------|
| • Bili Nursery | 15 | 0.104 |
| • Port Phillip EcoCentre | 62 | 0.104 |

Major financial contributions \$000

- EcoCentre contribution and funding for education programs 322

Major assets

Council assets (June 2021) Value \$000

- Trees (46,166 trees) 43,984



Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Catani Gardens Irrigation Upgrade	439	0	0
EcoCentre Redevelopment	3,781	1,118	0
HVAC, Air and Energy Improvement Program	555	900	250
Open Space Irrigation Renewal Upgrade	0	350	350
Stormwater Harvesting Program	160	590	1,750
Water Sensitive Urban Design Program	1,013	740	740
Total Capital projects (excluding Fleet Renewal allocation)	5,948	3,697	3,090
Operating projects \$000	2022/23	2023/24	2024/25
Coastal Hazard Assessment Implementation	60	0	0
Community Electric Vehicle Charging Program	100	100	100
Elster Creek Catchment and Elsternwick Park	430	600	0
Energy Efficient Street Lighting Upgrade	1,678	237	0
Greening Port Phillip Program	1,662	1,240	1,240
South Melbourne Market Sustainability Initiative	75	75	75
Sustainable Environment Strategy	275	65	0
Total operating projects	4,280	2,317	1,415



Waste management



The value we provide

- A clean and safe City by keeping our streets, parks and foreshores clean and protecting the environment.

What we do

- Reduce waste going to landfill through kerbside and public place recycling, hard waste and green waste collection, operating the Resource Recovery Centre and providing waste education.
- Provide additional waste management services through kerbside refuse services and removal of waste from street litter bins.

Why we do it

- To maintain hygienic, safe and enjoyable natural and built environments that encourage residents and visitors to enjoy Port Phillip.
- To create a more sustainable future for Port Phillip by reducing the amount of waste we dispose.

Activities that support this service

- Hard and green waste, dumped and mattress collection
- Litter bin clearances and repairs
- Refuse and recycling household collections



- Resource Recovery Centre
- Waste management and minimisation services.

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Waste Management			
Kerbside waste bins collected each week	39,115	39,252	39,406
Kerbside recycling bins collected each week	35,601	35,861	36,152
Hard and green waste collections	18,779	20,220	21,678
Public litter bins emptied (per annum)	-	57,000	162,420*
Resource Recovery Centre participants (per annum)		19,800	-**

*The rise is representative of increased technology the waste team have adopted, leading to more accurate reporting.

** A counting system is arranged to capture information regarding visitation to the resource recovery centre. This will give us the capability to report for the 2022/2023 financial year

How much it costs to provide the service			
Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	2,348	Rates	17,521
Contracts	15,893	Parking revenue	2,674
Materials and other expenses	147	Reserves	106
Operating projects	1,550	Fees and charges (incl. statutory)	370
Total operating expenses	19,938	Grants	130
Capital projects	895	Other income	33
Total expenses	20,833	Total funding	20,833

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

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\$12.24 is spent on this service out of every \$100 of rates we receive

16% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- Waste Contracts 15,893

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
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- None

Major financial contributions \$000

- None

Major assets

Council assets (June 2021) Value \$000

- Street and park litter bins (1,212) 2,737

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Waste Transformation Bin Purchases	895	895	200
Total Capital projects (excluding Fleet Renewal allocation)	895	895	200
Operating projects \$000	2022/23	2023/24	2024/25
Waste Transformation Program	1,550	530	0
Total operating projects	1,550	530	0

Vibrant services

Arts, culture and heritage



The value we provide

- Foster creative, diverse and inclusive participation in our arts and culture sectors while supporting the heritage and unique identity of Port Phillip.

What we do

- Deliver programs, services and spaces and promote community participation and engagement in arts, culture and heritage.
- Provide funding support for artists and cultural organisations.
- Manage and develop the Port Phillip City Collection.
- Plan, develop and support new and existing creative industries.

Why we do it

- To foster a community that is socially diverse and inclusive, one that protects heritage, and brings arts, culture and creative expression to everyday life.

Activities that support this service

- Arts (Filming approvals and Shakespeare Grove)
- Arts collection and program

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- Arts funding.

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Arts, culture and heritage			
Filming permits issued	316	201	160

How much it costs to provide the service			
Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	2,156	Rates	4,212
Contracts	1,133	Parking revenue	1,394
Materials and other expenses	2,348	Reserves	5,103
Operating projects	240	Fees and charges (incl. statutory)	79
Total operating expenses	5,876	Grants	0
Capital projects	4,983	Other income	70
Total expenses	10,859	Total funding	10,859

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$4.72 is spent on this service out of every \$100 of rates we receive

43% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• Arts Access Victoria	37	37
• Australian National Academy of Music (ANAM)*	450	-
• Gasworks Arts Inc.	1,185	0.104
• Linden New Art	380	0.104



How much it costs to provide the service

Major financial contributions	\$000
• Gasworks Arts Park management and programming	617
• Linden New Art management and programming	358
• Cultural Development Fund Projects	187
• Cultural Development Fund – Key Organisations	180
• Cultural Development Fund – Festivals & Events	135
• Pride March/Midsumma	94
• Indigenous Arts and Events	37

Major assets

Council assets (June 2021)	Written Down Value \$000
• Art facilities (4)	7,650
• Art and heritage collection	20,344

**Note: currently closed for refurbishment.*

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Art Acquisition	0	30	0
Palais Theatre Concrete Spalling	778	0	0
Palais Theatre Tunnels Rectification	1,000	548	0
South Melbourne Town Hall Renewal Upgrade	3,205	11,175	0
Total Capital projects (excluding Fleet Renewal allocation)	4,983	11,753	0
Operating projects \$000	2022/23	2023/24	2024/25
Deliver Live Music Action Plan	190	75	0
Art Collection public programming and engagement	50	0	0
Total operating projects	240	75	0



Economic development and tourism



The value we provide

- Local, domestic and international promotion to support residents, visitors and industry achieve stronger economic outcomes.

What we do

- Support local business and enable activity centres in our community that contribute to a high standard of living.
- Provide business mentoring training and support for new and existing businesses to help them develop and grow in partnership with the Victorian Government.
- Work with local co-working spaces to grow the start-up ecosystem in Port Phillip.
- Operate three Special Rates in activities centres.
- Support local Traders' Associations achieve economic objectives.

Why we do it

- To support local businesses responding to increasing challenges facing the retail and hospitality industries.
- To support retention of creative industries in the South Melbourne precinct.
- To maximise the social and economic benefits to residents and businesses by having Port Phillip as a destination for tourists.
- By encouraging local residents to support their local shopping strips.



Activities that support this service

- Economic growth and activation.

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
• None			

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	857	Rates	1,431
Contracts	0	Parking revenue	274
Materials and other expenses	99	Reserves	430
Operating projects	1,179	Fees and charges (incl. statutory)	0
Total operating expenses	2,135	Grants – operating	0
Capital projects	0	Other income	0
Total expenses	2,135	Total funding	2,135

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$0.89 is spent on this service out of every \$100 of rates we receive

33% of costs are funded from fees and charges, grants, reserves and other income



How much it costs to provide the service		
Major contracts (annualised expense)		\$000
• None		
Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• None		
Major financial contributions		\$000
• None		
Major assets		
Council assets (June 2021)		Value \$000
• None		

Our projects (* means 100% and ** means partial grant and contribution funding)			
Capital projects \$000	2022/23	2023/24	2024/25
None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
Games Action Plan Implementation	75	75	0
Social and Economic Recovery	1,104	650	650
Total operating projects	1,179	725	650

Festivals



The value we provide

- Bring a wealth of benefits to the community including health and wellbeing of residents, economic development for local businesses, cultural vibrancy and social engagement.

What we do

- Provide the St Kilda Festival, St Kilda Film Festival and Indigenous arts programs, including the Yalukut Weelam Ngargee event.
- Ensure that events activate neighbourhoods across all parts of our City and grow local businesses and industries.
- Support, partner or leverage large events in the local area and within wider Melbourne to bring or retain visitors to the municipality.
- Operate and promote the St Kilda Esplanade Market.
- Attract, advise, permit and support producers of quality events.

Why we do it

- To foster a community that is socially diverse and inclusive, one that brings arts, culture and creative expression to everyday life.
- To maximise the social and economic benefits to residents and businesses by having Port Phillip as a destination for tourists.

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Activities that support this service

- Esplanade Market
- Festivals management
- Major events, permits and promotion.

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
Festivals			
Attendance at St Kilda Festival	460,000	400,000	n/a*

*Did not happen due to COVID-19

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	1,249	Rates	2,420
Contracts	2121	Parking revenue	508
Materials and other expenses	590	Reserves	(14)
Operating projects	0	Fees and charges (incl. statutory)	506
Total operating expenses	3,960	Grants	80
Capital projects	0	Other income	459
Total expenses	3,960	Total funding	3,960

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$1.66 is spent on this service out of every \$100 of rates we receive

39% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

None

Major property leases (June 2021) Most recent market rental estimate (\$000) Rent per year (\$000 excl GST)

None

Major financial contributions \$000

- St Kilda Festival 1,821
- St Kilda Film Festival 252
- Yalukut Weelam Ngargee 94



How much it costs to provide the service

Major assets

Council assets (June 2021)

Value \$000

- Council's open spaces Valuation included within total land

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
• None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
• None			
Total operating projects	0	0	0



Libraries



The value we provide

- Support learning, social engagement and community connectedness.

What we do

- Operate five libraries across Port Phillip.
- Provide branch-based, online and in-home library and information services, including access to technology, free Wi-Fi and skilled staff.
- Provide flexible, safe and welcoming community spaces for all age groups.
- Present a range of literacy and life-long learning programs and events that encourage participation and support individuals and community.
- Provide children's learning and play activities.

Why we do it

- To promote social connectedness.
- To foster inclusiveness in a community that is socially diverse.
- To bring arts, culture and creative expression to everyday life.
- To support life-long learning and literacy.

Activities that support this service

- Library collections maintenance
- Library operations.



Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Libraries			
Loans made at our five library branches	937,409	726,834	590,527
Inter-library loans	5,267	3,809	507
Total library visits	626,662	473,375	229,659
Programs run	468	284	101
Attendees at our programs	30,899	17,314	4,025
Library hard copy resource	211,000	195,000	189,374
New collection items	19,000	19,000	18,214
Library homepage sessions	190,000	188,000	155,243
Unique website users	-	116,000	86,729
Loans (excluding online renewals and home library)	553,125	414,949	291,151
Public internet bookings	84,000	58,000	10,847
Online resources accessed	214,700	278,220	308,152

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How much it costs to provide the service

Budget 2022/23		Budget 2022/23	
Operating costs	\$000	How the service is funded	\$000
Employee costs	4,326	Rates	4,816
Contracts	56	Parking revenue	851
Materials and other expenses	1,035	Reserves	168
Operating projects	192	Fees and charges (incl. statutory)	42
Total operating expenses	5,609	Grants	755
Capital projects	1,022	Other income	0
Total expenses	6,631	Total funding	6,631

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$4.84 is spent on this service out of every \$100 of rates we receive

27% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

None

Major property leases (June 2021) Most recent market rental estimate (\$000) Rent per year (\$000 excl GST)

None

Major financial contributions \$000

None

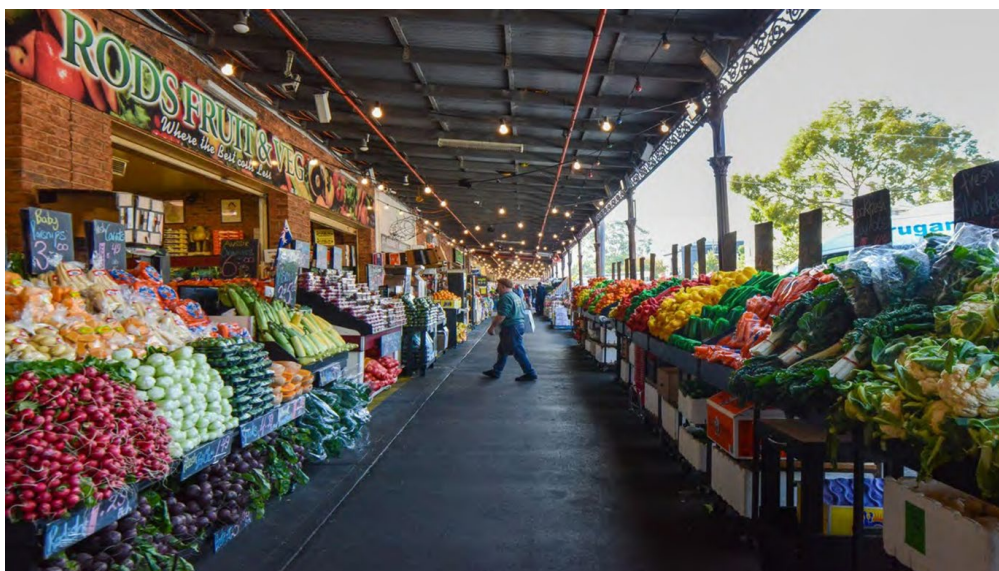
Major assets

Council assets (June 2021)	Written Down Value \$000
• Libraries (5)	3,118 (3 libraries)
• Library books (206,749)	2,190

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Library Collection Purchases	952	852	852
St Kilda Library Redevelopment	70	600	2,500
Total Capital projects (excluding Fleet Renewal allocation)	1,022	1,452	3,352
Operating projects \$000	2022/23	2023/24	2024/25
Library Action Plan Technology Implementation	60	60	60
Library Public Printing Upgrade	55	0	0
Library Management System Implementation	77	0	0
Total operating projects	192	60	60

South Melbourne Market



The value we provide

- South Melbourne Market is the quintessential village market. A prosperous, authentic destination that is home to fresh, artisanal and cultural products, creative and joyful experiences, celebrates local, is a leader in sustainability, is loved, trusted and connects our customers and community.

What we do

- Ensure the market operates in a sustainable and economically viable manner.
- Manage a safe and family friendly market for all ages and abilities to enjoy.
- Provide special events and services such as the Mussel Festival and South Melbourne Market Direct.
- Provide a friendly, accessible meeting place where people can feel part of a community.

Why we do it

- To foster and support small businesses and traders.
- To encourage tourism and visitation and to provide a unique shopping experience for the community.

Activities that support this service

- South Melbourne Market
- South Melbourne Market Mussel Festival
- South Melbourne Market Direct.

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Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Visitors to South Melbourne Market	5,567,704	5,151,854	3,969,340
South Melbourne Market stall holders	144	144	145



How much it costs to provide the service

Budget 2022/23		How the service is funded	
Operating costs	\$000		\$000
Employee costs	1,893	Rates	1,446
Contracts	2,223	Parking revenue	1,416
Materials and other expenses	3,847	Reserves	717
Operating projects	0	Fees and charges (incl. statutory)	633
Total operating expenses	7,963	Grants	0
Capital projects	3,067	Other income	6,818
Total expenses	11,030	Total funding	11,030

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$1.38 is spent on this service out of every \$100 of rates we receive

87% of costs* are funded from fees and charges, grants or other income

* Includes depreciation and excludes capital expenditure

Major contracts (annualised expense) \$000

- South Melbourne Market cleaning and waste collection 1,448
- South Melbourne Market Security 711

Major property leases (June 2021) Most recent market rental estimate (\$000) Rent per year (\$000 excl GST)

- None

Major financial contributions \$000

- None

Major assets

Council assets (June 2021) Written Down Value \$000

- South Melbourne Market (building only) 18,647

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
South Melbourne Market Compliance Works	2,022	4,240	2,480
South Melbourne Market Cecil St Essential Services Connection	363	0	0
South Melbourne Market Public Safety Improvements	50	0	0
South Melbourne Market Renewal Works	230	200	450
South Melbourne Market Stall Changeover	225	125	125



South Melbourne Market the Courtyard	177	0	0
Total Capital projects (excluding Fleet Renewal allocation)	3,067	4,565	3,055
Operating projects \$000	2022/23	2023/24	2024/25
• None			
Total operating projects	0	0	0

Well-Governed services

Asset and property management



The value we provide

- Ensure Council has the right assets at the right time for the right cost to support service delivery now and in the future.

What we do

- Delivery of support services to the organisation and community, integrating people, place and process within Council buildings including improving the safety, wellbeing and productivity of the core business.
- As trusted stewards of Council's assets on behalf of the community, we ensure that the right assets are in the right place at the right time to support delivery of community services for current and future generations.



- We translate organisational strategy into property strategy and lead the development and transactions of Council's property portfolio.
- Sponsorship and coordinating delivery of the annual programmed capital renewal and upgrade program for all asset classes and reactive renewal and upgrade works as required.

Why we do it

- To ensure that the property and asset portfolio efficiently and effectively meets:
 - strategic and operational needs
 - current standards and expectations
 - our contractual commitments
 - our obligation as Committee of Management of Crown Land
 - legislation and regulations (for example building codes, disability discrimination legislation, the *Local Government Act 2020*).

Activities that support this service

- Asset planning
- Events and corporate facilities management
- Property leases and licences management
- Road discontinuances administration.

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
Property management			
Leases and licences managed by Council	195	195	210
Building maintenance requests processed	4,855	5,733	2,924

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How much it costs to provide the service

Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	5,078	Rates	12,629
Contracts	5,068	Parking revenue	2,860
Materials and other expenses	4,154	Reserves	1,357
Operating projects	135	Fees and charges (incl. statutory)	493
Total operating expenses	14,435	Grants	0
Capital projects	7,851	Other income (incl. property rental)	4,948
Total expenses	22,286	Total funding	22,286

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$6.22 is spent on this service out of every \$100 of rates we receive

43% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

• Cleaning of Council Buildings	1,564
• Electricity	881
• Graffiti removal	153
• Security services	379

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
• Elwood Bathers	239	239
• Inner Melb VET Cluster Inc	68	0.104
• Mr Hobson	41	41
• Palais Theatre	937	937
• Pier Warehouse	65	65
• Pipis Kiosk	71	71
• Redside	65	65
• Sandbar Beach Café	128	128
• Shorething Donovans	327	327
• St Kilda Marina	135	135
• St Kilda Sea Baths Car Park	275	275
• Stokehouse	435	435
• The Reject Shop Limited	226	226
• The Vineyard	250	250



• West Beach Bathing Pavilion*	-	-
• Wild Gypsea Wellness Pty Ltd	74	74

Major financial contributions **\$000**

- None

Major assets

Council assets (June 2021)	Value \$000
• Commercial buildings (36)	64,571
• Corporate buildings (25)	3,277
• Council corporate fleet cars (136)	2,347

**Note: the recommendation from the property team was to leave both market rental and rent blank as rent is tied to an income threshold that is never achieved*

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Building Renewal and Upgrade Program	2,293	3,080	2,480
Building Safety and Accessibility Program	2,378	1,500	1,500
Council Fleet Renewal Program	2,280	1,754	1,954
Workplace Plan Implementation	900	2,390	140
Total Capital projects (excluding Fleet Renewal allocation)	7,851	8,724	6,074
Operating projects \$000	2022/23	2023/24	2024/25
• Stand Drawings – Clever City	135		
Total operating projects	135	0	0



Communications and engagement



The value we provide

- Inform the community about Council and facilitate opportunities for the community to inform Council projects, initiatives, policies and strategies.

What we do

- Enable two-way communication between Council and the community.
- Communicate accessible information for the community on Council's services, programs, projects, corporate governance and key initiatives.
- Promote Council's decisions, advocacy, events and activities through proactive media and communications.
- Inform and engage our workforce with internal communications.

Why we do it

- To support transparency and enable community participation to ensure Council understands the current and future needs of our customers.

Activities that support this service

- Communications and brand
- Digital communications and design
- Media relations
- Strategic engagement.



Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Communications and engagement			
Number of projects/initiatives that we engaged the community on	43	28	17
Number of pieces of feedback on the Council Plan and Budget	662	400	929
Number of Twitter followers	7,718	7,980	7,968
Visitors to the Council's website	885,153 (2017/18)	900,129	874,618
Facebook followers	5,455 (2017/18)	11,722	10,647
LinkedIn followers	3,051 (2017/18)	8,945	9,907
Instagram followers	1,671 (2017/18)	4,220	4,844
Online consultations designed and managed	28	25	28



How much it costs to provide the service

		Budget 2022/23	
Operating costs	\$000	How the service is funded	\$000
Employee costs	2,282	Rates	2,169
Contracts	60	Parking revenue	317
Materials and other expenses	130	Reserves	(14)
Operating projects	0	Fees and charges (incl. statutory)	0
Total operating expenses	2,472	Grants	0
Capital projects	0	Other income	0
Total expenses	2,472	Total funding	2,472

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$1.51 is spent on this service out of every \$100 of rates we receive

12% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
None		

None

Major financial contributions \$000

- None

Major assets

Council assets (June 2021) Value \$000

- None

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
• None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
• None			
Total operating projects	0	0	0

Customer experience



The value we provide

- Customers receive services that meet their needs and expectations and they achieve their goals with greater ease and satisfaction.

What we do

- Develop the customer experience strategy and policy.
- Manage the Customer Experience Improvement Program, which includes improving customer service processes and systems, provision of customer experience tools, training, advice and support.
- Customer insights.
- Customer experience measurement and performance.
- Provide customer service through service counters at Council town halls, a customer call centre, and online services.
- Service management including service design and quality assurance.

Why we do it

- To ensure Council understands the current and future needs of our customers.
- To ensure customers and the community have good experiences with Council staff and services.
- To ensure service delivery and customer experience meet customer needs and expectations.

Activities that support this service

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- ASSIST – service centre.
- Customer experience management.
- Customer experience culture and capability uplift including enterprise change.
- Service Management Strategy, Policy and Processes.

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
ASSIST customer service			
Number of customer interactions	162,677	166,874	158,373
Face to face interactions at Council service Centres	32,164	22,298	19,372
Phone calls answered by ASSIST	94,677	73,360	80,165
Administration tasks handled by ASSIST	35,836	71,216	58,836
ASSIST phone calls answered within 30 seconds	77 %	67 %	60.17 %



How much it costs to provide the service

Budget 2022/23			
Operating costs	\$000	How the service is funded	\$000
Employee costs	1,945	Rates	1,820
Contracts	67	Parking revenue	266
Materials and other expenses	60	Reserves	(14)
Operating projects	0	Fees and charges (incl. statutory)	0
Total operating expenses	2,072	Grants	0
Capital projects	0	Other income	0
Total expenses	2,072	Total funding	2,072

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$1.27 is spent on this service out of every \$100 of rates we receive

12% of costs are funded from fees and charges, grants, reserves and other income

Further revenue and expense information on the service

Activity	Expenses \$000	Revenue \$000
ASSIST – service centre	1,655	0
Customer experience program management incl. enterprise change	455	0
Customer experience management	296	0
Service advisory and evaluation	133	0
Operating projects (Customer Experience Program)	9,649	0
Management expenses	359	0
Total	12,555	0

Expenses exclude depreciation. Management expenses consist of apportioned costs for the Executive Leadership Team (CEO and general managers) and all department managers.

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021) Most recent market rental estimate (\$000) Rent per year (\$000 excl GST)

- None

Major financial contributions \$000

- None

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Major assets

Council assets (June 2021)

Value \$000

- None

Our projects (* means 100% and ** means partial grant and contribution funding)

projects \$000

2022/23

2023/24

2024/25

- None

Total Capital projects (excluding Fleet Renewal allocation)

0

0

0

Operating projects \$000

2022/23

2023/24

2024/25

- None

Total operating projects

0

0

0



Finance and project management



The value we provide

- Ensure the financial sustainability and transparency of Council and that investments in projects deliver value for ratepayers.

What we do

- Develop financial strategy, policies and plans including the 10-year financial plan, annual budget, and 10-year project portfolio.
- Financial, procurement, contract management and project management advice, training and support.
- Fleet management, payroll, rating and property valuation services.
- Reporting on financial, procurement and project delivery performance including through the annual report and monthly CEO report.

Why we do it

- To fulfil mandatory duties described in the *Local Government Act 2020*.
- To deliver projects that support Council services.

Activities that support this service

- Contracts, procurement and fleet
- Financial services, compliance and systems
- Management accounting and financial analysis



• Total Capital projects	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
• None			
Total operating projects	0	0	0



Governance, risk and policy



The value we provide

- Support sound decision-making through transparency, accountability, community participation, risk management and compliance.
- Advocacy through partnerships with stakeholders to deliver on community priorities, co-create solutions to community challenges, and contribute to shared visions for the City.
- Enable a safe workplace and a high performing workforce.

What we do

- Support Councillors to make well-informed decisions.
- Manage Council's obligations in privacy and information management.
- Ensure risk management is integrated into strategic and decision-making processes.
- Ensure robust planning, reporting, and risk and claims management.
- Maintain Council's insurance policies, respond to claims and assess damage to our assets.
- Coordinate independent assessment of Council compliance and performance through the Audit and Risk Committee.
- Develop policies and strategic documents to support Council activities.

Why we do it

- Good decision-making processes underpin democratic governments.
- To fulfil mandatory duties described in the *Local Government Act 2020*.



Activities that support this service

- Council planning and performance
- Councillor support and expenses
- Governance
- Records management and mail services
- Risk, assurance and insurance
- Strategic policy and partnerships.

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
None			

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	3,184	Rates	5,813
Contracts	2,302	Parking revenue	899
Materials and other expenses	1,451	Reserves	(14)
Operating projects	70	Fees and charges (incl. statutory)	8
Total operating expenses	7,008	Grants (a)	0
Capital projects	0	Other income	301
Total expenses	7,008	Total funding	7,008

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

(a) originally held under strategic partnerships, this has since been allocated to fund the Rotary Park project under Public Space.

\$4.12 is spent on this service out of every \$100 of rates we receive

17% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- Insurance services 2,051
- Internal audit and core assurance services 173



How much it costs to provide the service			
Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)	
• None			
Major financial contributions		\$000	
• M9		42	
Major assets			
Council assets (June 2021)		Written Down Value \$000	
• Town Halls (3)		49,830	
Our projects (* means 100% and ** means partial grant and contribution funding)			
Capital projects \$000	2022/23	2023/24	2024/25
• None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
• Council Plan 21-31 Years 1-4 program	70	70	70
Total operating projects	70	70	70



People, culture and safety



The value we provide

- Enable a safe and inclusive workplace and a high performing workforce.

What we do

- Develop people and culture, and workplace health and safety strategies and policies.
- Provide human resource management processes, systems, training, advice and support.
- Advise and support on workplace relations, industrial relations and change management.
- Provide Safety and Wellbeing processes, systems, training and advice including management of Workcover and return to work.
- Manage staff recruitment and selection including pre-employment screening.
- Organisational capability and development, including leadership development.

Why we do it

- To support delivery of Council priorities through the employment of an agile, values-driven, engaged and high-performing workforce.
- To build a safe and inclusive workplace culture.
- To fulfil mandatory duties described in Occupational Health and Safety (OHS), Equal Employment Opportunity (EEO), Fair Work and Local Government Legislation and Council's Enterprise Agreement.

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- To position Council as an employer of choice and support the attraction and retention of diverse talent.

Activities that support this service

- Human resources (including HR business partnering, recruitment and employee relations)
- Organisational capability
- HR systems and analytics
- Safety and wellbeing.

Our service at a glance

Service statistics	2018/19	2019/20	2020/21
• None			



How much it costs to provide the service

Budget 2022/23		How the service is funded	
Operating costs	\$000	Rates	\$000
Employee costs	3,677	Parking revenue	4,410
Contracts	31	Reserves	652
Materials and other expenses	1,340	Fees and charges (incl. statutory)	16
Operating projects	30	Grants	0
Total operating expenses	5078	Other income	0
Capital projects	0	Total funding	5,078
Total expenses	5,078		

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$3.05 is spent on this service out of every \$100 of rates we receive

13% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

- None

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
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- None

Major financial contributions \$000

None

Major assets

Council assets (June 2021) Value \$000

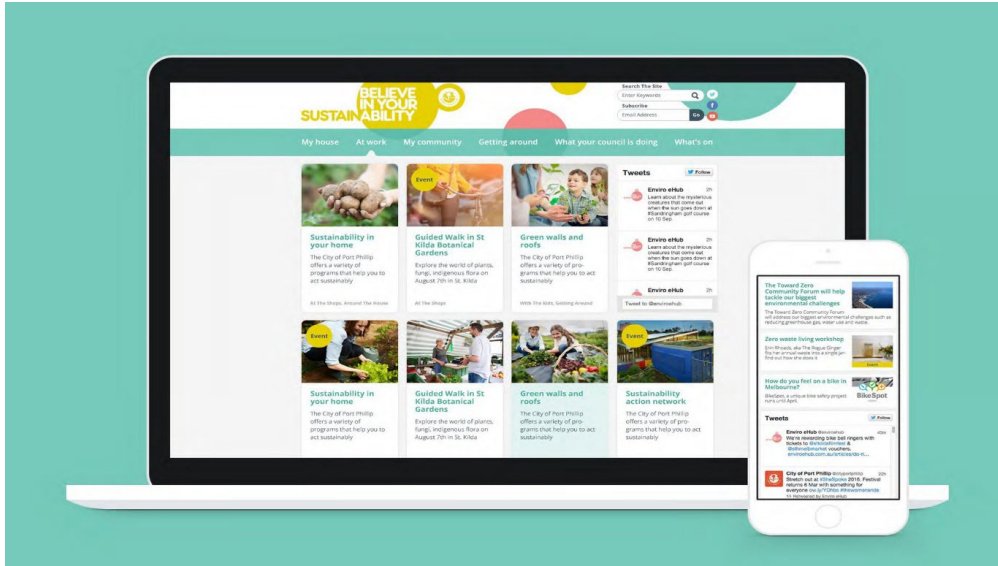
- None

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
• None			
Total Capital projects (excluding Fleet Renewal allocation)	0	0	0
Operating projects \$000	2022/23	2023/24	2024/25
• Health and Safety Improvement Plan	30	0	0
Total operating projects	30	0	0



Technology



The value we provide

- Support Council operations including efficient and effective service delivery through information, communication and technology services.

What we do

- Develop information, communication and technology strategy and policy.
- Design and deliver process and system improvements to support service delivery.
- Provide technology, continuous improvement and records management training, advice and support.
- Manage Council's technology assets, records, data and information.
- Provide data analysis and reporting and process and system improvement services.

Why we do it

- To ensure customers and the community have good experiences with Council staff and services by easily accessing Council data, information and services.
- To support staff to deliver on Council activities and provide good customer experience.

Activities that support this service



- Operational information technology.
- Digital and technology services.

Our service at a glance			
Service statistics	2018/19	2019/20	2020/21
Number of published open datasets biannually	-	29	No data

How much it costs to provide the service

Budget 2022/23

Operating costs	\$000	How the service is funded	\$000
Employee costs	5,750	Rates	11,677
Contracts	5,313	Parking revenue	1,823
Materials and other expenses	952	Reserves	706
Operating projects	1,220	Fees and charges (incl. statutory)	0
Total operating expenses	13,239	Grants	0
Capital projects	970	Other income	2
Total expenses	14,209	Total funding	14,209

(expenses include management overhead allocation, exclude depreciation and project expenditure)

Revenue from parking fees and fines is allocated on a proportionate basis across all service categories.

\$8.26 is spent on this service out of every \$100 of rates we receive

18% of costs are funded from fees and charges, grants, reserves and other income

Major contracts (annualised expense) \$000

• OneCouncil system	1,131
• Microsoft licencing agreements	850
• Internet network services	460
• Printing services	256
• Adobe	185
• Dell Boomi	190

Major property leases (June 2021)	Most recent market rental estimate (\$000)	Rent per year (\$000 excl GST)
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- None

Major financial contributions \$000

None



How much it costs to provide the service

Major assets

Council assets (June 2021)

Value \$000

- Computers (516) Not separately valued
- Mobile phones (415) Not separately valued
- iPads/Tablets (57) Not separately valued

Our projects (* means 100% and ** means partial grant and contribution funding)

Capital projects \$000	2022/23	2023/24	2024/25
Core IT Infrastructure Renewal and Upgrade Program	970	800	650
Total Capital projects (excluding Fleet Renewal allocation)	970	800	650
Operating projects \$000	2022/23	2023/24	2024/25
Clever Council Program	1,220	1,380	1,380
Total operating projects	1,220	1,380	1,380